United Nations E/ICEF/2014/13

Economic and Social Council

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United Nations Children's Fund
Executive Board

Compendium of decisions adopted by the Executive Board at its annual session of 2014

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2014/5
Annual report of the Executive Director of UNICEF: performance and results for 2013, including report on implementation of the quadrennial comprehensive policy review

The Executive Board

1. *Takes note* of the Annual report of the Executive Director of UNICEF: performance and results for 2013, including report on implementation of the quadrennial comprehensive policy review (E/ICEF/2014/6 and E/ICEF/2014/6/Add.1);

2. *Decides* to transmit the above-mentioned report to the Economic and Social Council, along with a summary of the comments and guidance provided by delegations at the present session.

Annual session
6 June 2014

2014/6
Final results framework of the UNICEF Strategic Plan, 2014-2017

The Executive Board

1. *Recalls* its decision 2013/16 on the UNICEF Strategic Plan, 2014-2017;

2. *Notes with appreciation* the final results framework of the UNICEF Strategic Plan, 2014-2017 (E/ICEF/2014/8), which provides results and key performance indicators at the impact, outcome and output levels, and includes baselines and targets, for the strategic plan;

3. *Affirms* that the final results framework of the UNICEF Strategic Plan, 2014-2017, has been designed in conformity with results-based management principles, with each level of results directly or indirectly related to UNICEF programmes and with expected results and targets determined on the basis of country programmes or internationally agreed commitments;

4. *Notes* that the exact formulation of the indicators, milestones and targets of the final results framework will continue to evolve and should, where appropriate, be further refined in consultation with Member States, and requests an update to the Executive Board at its annual session of 2015;

5. *Requests* UNICEF to update the Executive Board at its annual session of 2015 on how country programme results and resources frameworks are aligned with the final results framework of the UNICEF Strategic Plan, 2014-2017;

6. *Notes* that a comprehensive analysis of the risks, assumptions and mitigation measures, as well as the elements of the theory of change of each outcome area, has been outlined in a supplementary programme note (E/ICEF/2014/CRP.14), which is publicly available and will be periodically refined;

7. *Requests* UNICEF to present to the Executive Board, at an informal session in September 2014, an outline of the format of, and the information that will be provided in, the annual report of the Executive Director, to be based on the final results framework (E/ICEF/2014/8), which will allow for appropriate tracking of

annual progress, in consultation with Member States, as well as expenditure compared to budgets;

8. *Also requests* UNICEF, as part of the annual report of the Executive Director, to provide an annual update on progress made towards achieving the results identified in the final results framework of the UNICEF Strategic Plan, 2014-2017.

Annual session
6 June 2014

2014/7
Extensions of ongoing country programmes

The Executive Board

1. *Takes note* of the one-year extensions of country programmes approved by the Executive Director for the country programmes for Algeria, Argentina, Lebanon, Libya and Uganda, as indicated in table 1 to document E/ICEF/2014/P/L.11;

2. *Approves* the two-year extension for Burundi, the third consecutive one-year extension for Guinea-Bissau, the fourth consecutive one-year extension for the Syrian Arab Republic, and a two-month extension, following three one-year extensions, for Madagascar, as indicated in table 2 to document E/ICEF/2014/P/L.11.

Annual session
6 June 2014

2014/8
Report on progress of work in gender equality and empowerment of women in UNICEF, and UNICEF Gender Action Plan, 2014-2017

The Executive Board

1. *Recalls* its decision 2013/9 on the report on the progress of gender equality work in UNICEF (E/ICEF/2013/12), requesting UNICEF to (a) develop a new Gender Equality Action Plan, 2014-2017, (b) develop a performance management plan that includes a results framework, and a plan for monitoring, evaluation and reporting, and (c) cost and allocate adequate funds for the new Gender Equality Action Plan, 2014-2017;

2. *Also recalls* its decision 2013/20 on the UNICEF integrated budget, 2014-2017, reiterating its request to UNICEF to develop a costed Gender Equality Action Plan for 2014-2017;

3. *Takes note with appreciation* of the report on progress of work in gender equality and empowerment of women in UNICEF (E/ICEF/2014/10);

4. *Notes with appreciation* the consultative process of UNICEF in preparing the Gender Action Plan, 2014-2017;

5. *Welcomes* the UNICEF Gender Action Plan, 2014-2017 (E/ICEF/2014/CRP.12), including the four targeted gender priorities, the proposals for mainstreaming gender and addressing gender bottlenecks and barriers in programmes, and the proposals for increasing institutional effectiveness, including capacities and accountability, in the operationalization of the plan;

6. *Encourages* UNICEF to implement the plan in an effective and efficient manner, including by committing adequate resources and investing in the required staffing, capacity and systems, and stressing the importance of United Nations system-wide cooperation in its implementation;

7. *Requests* UNICEF to prepare annual reports on the implementation of the Gender Action Plan, to be presented at annual sessions of the Executive Board, providing updates on both programmatic and institutional results, including updates on financial resources and expenditures, using the Gender Action Plan results matrix, indicators, and performance benchmarks, and also requests UNICEF to strengthen gender reporting in all of its work.

Annual session
6 June 2014

2014/9
Country programme document for Kenya

The Executive Board

1. *Recalls* its decision 2013/18 to consider, on an exceptional basis, the draft country programme document for Kenya at the first regular session of 2014 of the Executive Board, and to present the revised document for approval at the annual session of 2014;

2. *Also recalls* the request made by the Government of Kenya on 9 October 2013 to present the document for consideration and approval at the annual session of 2014;

3. *Further recalls* that the draft country programme document for Kenya (E/ICEF/2014/P/L.6) was circulated among Member States for their comments and inputs from 13 to 26 May 2014;

4. *Approves* the country programme document for Kenya, with the aggregate indicative budget of $54,640,000 from regular resources, subject to the availability of funds, and $124,000,000 in other resources, subject to the availability of specific-purpose contributions, for the period 2014-2018.

Annual session
6 June 2014

2014/10
Annual report on the evaluation function and major evaluations in UNICEF

The Executive Board

1. *Takes note* of the annual report on the evaluation function in UNICEF (E/ICEF/2014/12) and the accompanying paper providing a management perspective on the issues raised in the report;

2. *Reaffirms* the central role played by the evaluation function in UNICEF and the importance of the principles set out in the revised Evaluation Policy (E/ICEF/2013/14) prepared in close consultation with Member States;

3. *Welcomes* the evidence presented in the report of continued strengthening of the evaluation function and encourages UNICEF to continue to systematically apply the revised Evaluation Policy;

4. *Also welcomes* the increased commitment to the preparation of management responses to all major evaluations and encourages UNICEF to ensure the timely preparation and discussion of these responses, as well as better monitoring of the implementation of evaluation recommendations;

5. *Takes note* of the key performance indicators tracking the effectiveness of the evaluation system and the administrative data on human and financial resources;

6. *Welcomes* the progress on quality ratings of evaluations, encourages UNICEF to strive towards sustaining and further improving a high level of quality ratings, and also encourages UNICEF to strengthen appropriate consideration of cross-cutting issues in evaluations;

7. *Also welcomes* joint evaluations and encourages UNICEF to present to the Executive Board management responses to joint evaluations;

8. *Notes* the effective contribution of regional offices within the highly decentralized evaluation system of UNICEF;

9. *Requests* UNICEF to report in 2015 on steps taken to implement the revised Evaluation Policy and on implementation of the plan for global thematic evaluations, 2014-2017;

10. *Also requests* UNICEF to present to the Executive Board on an annual basis a comprehensive overview of evaluation coverage, including, inter alia, coverage by region, theme and programme expenditure level;

11. *Further requests* UNICEF to inform the Executive Board of the implementation of the plan for global thematic evaluations, as contained in document E/ICEF/2014/3, as part of the annual report on evaluation.

Annual session
6 June 2014

2014/11
Office of Internal Audit and Investigations 2013 annual report to the Executive Board

The Executive Board

1. *Takes note* of the Office of Internal Audit and Investigations 2013 annual report to the Executive Board (E/ICEF/2014/AB/L.2), the UNICEF management response to the annual report of the Office of Internal Audit and Investigations for 2013 (E/ICEF/2014/AB/L.3) and the UNICEF Audit Advisory Committee 2013 annual report;

2. *Expresses* its continued support for the strengthening and resourcing of the internal audit and investigations function of UNICEF;

3. *Welcomes* the ongoing commitment of UNICEF to greater accountability and to the implementation of recommendations arising from its internal audits.

Annual session
6 June 2014

2014/12
Report of the Ethics Office of UNICEF

The Executive Board

1. *Takes note* of the report of the Ethics Office of UNICEF on its activities for 2013 (E/ICEF/2014/11) in compliance with Executive Board decision 2010/18 to present an annual report;

2. *Welcomes* the leadership of the Executive Director for his continued support and commitment to the work of the Ethics Office as evidenced by the progress demonstrated in this report;

3. *Notes with appreciation* the vital contributions made by the Ethics Office to foster a culture of ethics, integrity, and accountability at UNICEF, and urges the office to continue enhancing that culture;

4. *Recognizes* the actions taken by the Ethics Office to develop more systemic support to staff regarding conflicts of interest, and recognizes also the financial disclosure programme;

5. *Encourages* the Ethics Office to continue expanding its Ethics Training Programme to ensure it reaches all levels of staff, and requests the Ethics Office to continue using feedback on the training provided, as well as innovative approaches, to ensure that the training interventions continue to be effective and appropriate for all UNICEF personnel, including those in complex humanitarian situations, and also to ensure that the interventions represent a good investment of resources;

6. *Also encourages* the Ethics Office to continue its efforts in achieving coherence with other members of the Ethics Panel of the United Nations regarding the ethics policies, standards and practices of UNICEF;

7. *Requests* the Ethics Offices to improve protection for whistle-blowers by developing and implementing an effective policy on protection against retaliation

that (a) specifies a statute of limitations of a minimum of six months for reporting retaliation, and (b) is in line with the management indicator on this issue included in the UNICEF strategic plan, 2014-2017;

8. *Also requests* the Ethics Office to continue to submit annual reports to the Executive Board at future annual sessions, in accordance with Executive Board decision 2010/18, which should contain recommendations to management that will strengthen the organizational culture of integrity and compliance.

Annual session
6 June 2014

2014/13
Creation of a fourth position of Assistant Secretary-General/Deputy Executive Director in UNICEF in the context of strengthened management for results across the organization

The Executive Board

1. *Takes note with appreciation* of the proposed organizational initiatives to strengthen leadership and management for results;

2. *Approves* the establishment of the position of Deputy Executive Director for field results at the level of Assistant Secretary-General;

3. *Requests* UNICEF to update the Executive Board ahead of the 2015 annual session on the structural and governance changes within UNICEF, including clarifying reporting lines, responsibilities and new accountabilities, and other effectiveness and efficiency initiatives as presented in document E/ICEF/2014/AB/L.4;

4. *Also requests* the Executive Director of UNICEF, in his 2015 annual report, to update the Executive Board on effectiveness and efficiency initiatives.

Annual session
6 June 2014

2014/14
Draft country programme documents

The Executive Board

Approves the aggregate indicative budgets for the following country and area programmes of cooperation:

Region country	*Period*	*Regular resources*	*Other resources*	*Document E/ICEF/2014*
East Asia and the Pacific				
Timor-Leste	2015-2019	5 650 000	55 000 000	P/L.3
Eastern and Southern Africa				
Angola	2015-2019	32 467 500	76 000 000	P/L.4
Comoros	2015-2019	5 155 000	15 730 000	P/L.5
Kenya*	2014-2018			P/L.6
Latin America and the Caribbean				
Bolivarian Republic of Venezuela	2015-2019	4 270 000	10 000 000	P/L.2
Middle East and North Africa				
Palestinian children and women in Jordan, Lebanon, the Syrian Arab Republic and the State of Palestine	2015-2016	8 800 000	18 423 000	P/L.7
Tunisia	2015-2019	4 540 000	5 000 000	P/L.8
South Asia				
Afghanistan	2015-2019	210 000 000	455 500 000	P/L.9
West and Central Africa				
Sierra Leone	2015-2018	35 780 000	205 585 000	P/L.10

* See the separate decision on the country programme document for Kenya.

Annual session
6 June 2014

United Nations E/ICEF/2014/14*

Economic and Social Council

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For action

United Nations Children's Fund
Executive Board
Second regular session 2014
9-12 September 2014
Item 2 of the provisional agenda

Provisional annotated agenda, timetable and organization of work

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* Second reissue for technical reasons (8 September 2014).

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Provisional annotated agenda

1. **Opening statements by the President of the Executive Board and the Executive Director of UNICEF**

The Executive Board will hear statements by the President of the Executive Board and the Executive Director of UNICEF.

Organizational and procedural matters

2. **Adoption of the provisional annotated agenda, timetable and organization of work**
For action [E/ICEF/2014/14]

The provisional agenda has been drafted in consultation with the Bureau of the Executive Board. The Executive Board will adopt the agenda for the session, making any amendments it considers necessary.

3. **Proposed programme of work for Executive Board sessions in 2015**
For action [E/ICEF/2014/15]

The proposed programme of work is based on suggestions by the secretariat and on Executive Board decisions, including decision 2010/11, which called for a better balance of agenda items throughout the year and for the possibility to harmonize the schedule for relevant items with that of the Executive Board of the United Nations Development Programme, of the United Nations Population Fund and of the United Nations Office for Project Services. It has been prepared in consultation with the Bureau of the Executive Board of UNICEF and is presented to the Executive Board for approval. Once adopted, it serves as a framework for setting the agendas for 2015 Executive Board sessions, subject to decisions by the Executive Board and modifications introduced in consultation with the Bureau of the Executive Board.

UNICEF technical focal point:
Mr. Gilles Fagninou
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Mobile: 347-331-4776

Programme and policy matters

4. **Structured dialogue on financing results of the UNICEF Strategic Plan, 2014-2017, and Critical mass of core resources**
For action [E/ICEF/2014/CRP.27]

The structured dialogue with the Executive Board on this topic will be organized in accordance with the quadrennial comprehensive policy review of activities for development of the United Nations system (General Assembly resolution 67/226).

UNICEF technical focal point:
Mr. Olav Kjorven
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Mr. Jeffrey O'Malley
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5. UNICEF programme cooperation

(a) Approval of revised country and area programme documents

For action

At its annual session of 2014, the Executive Board discussed draft country programme documents for Afghanistan, Angola, Comoros, Sierra Leone, Timor-Leste, Tunisia and the Bolivarian Republic of Venezuela, as well as the area programme document for Palestinian children and women in Jordan, Lebanon, the Syrian Arab Republic and the State of Palestine. The comments made on the country and area programme documents were shared with the respective country and regional offices, and the documents were revised as appropriate and posted on the UNICEF Executive Board website within six weeks of the session.

The revised country and area programme documents are presented to the Executive Board for approval. These documents will be approved on a no-objection basis unless at least five members have informed the secretariat in writing of their wish to bring a particular country programme document before the Executive Board for discussion.

(b) Country programme documents

For action

The four country programme documents listed below are presented to the Executive Board for discussion and approval on a no-objection basis, in accordance with Executive Board decision 2014/1. Costed evaluation plans for each country programme are posted to the UNICEF Executive Board website alongside the document. The United Nations Development Assistance Framework results matrices are available through the UNICEF Executive Board website, where applicable.

The four country programme documents for this session will be presented by region:

Central and Eastern Europe and the Commonwealth of Independent States
- Bosnia and Herzegovina (E/ICEF/2014/P/L.12)

Latin America and the Caribbean
- Ecuador (E/ICEF/2014/P/L.13)
- Guatemala (E/ICEF/2014/P/L.14)
- Paraguay (E/ICEF/2014/P/L.15)

UNICEF technical focal point:
Mr. Ted Chaiban
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(c) Extensions of ongoing country programmes

For action [E/ICEF/2014/P/L.16]

In accordance with Executive Board decision 2009/11, the Executive Board will be (i) informed of the one-year extensions of the country programme for Iraq and of the common country programme for the United Republic of Tanzania, and (ii) requested to approve the two-year extension of the country programme for Botswana, the two-month extension, following two one-year extensions, for Mali, and the nine-month extension, following one two-year extension, for Colombia.

UNICEF technical focal point:
Mr. Jeffrey O'Malley
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Mobile: 347-331-4776

Evaluation, audit and oversight matters

6. Global thematic evaluations and management responses

For information

The Executive Board will have available through the UNICEF evaluation website three documents: (i) Evaluation of the UNICEF cluster lead agency role in humanitarian action (CLARE); (ii) Evaluation of UNICEF programmes to protect children in emergencies (CPiE); and (iii) Learning from Nutrition Programme Evaluations: A Thematic Evaluation Synthesis Report. Each report will be accompanied by a management response.

UNICEF technical focal point for evaluations:
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UNICEF technical focal point for management responses:
Mr. Ted Chaiban
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Mobile: 917-207-7910

Ms. Afshan Khan
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Mobile: 646-266-9291

Resources, financial and budgetary matters

7. Private fundraising: financial report for the year ended 31 December 2013

For discussion [E/ICEF/2014/AB/L.6]

The report is presented annually to the Executive Board for review and comments.

UNICEF technical focal point:
Mr. Gérard P. Bocquenet
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8. UNICEF Strategic Plan: updated financial estimates 2014-2017

For action [E/ICEF/2014/AB/L.5]

In accordance with Executive Board decision 2013/20, updated financial estimates for the UNICEF strategic plan, 2014-2017, are presented to the Executive Board annually. The estimates provide a basis for determining the level of regular resources expenditures, including for programme submissions for approval in 2015.

UNICEF technical focal point:
Ms. Diane Kepler
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Other matters and adoption of draft decisions

9. Reports of the Executive Board field visits

For information [E/ICEF/2014/CRP.25; E/ICEF/2014/CRP.26; and DP/FPA/OPS-ICEF-UNW-WFP/2014/CRP.8]

Presented for information are (i) the report of the field visit of the Bureau of the Executive Board of UNICEF to Burkina Faso, from 26 April to 2 May 2014; (ii) the report of the field visit of the Executive Board of UNICEF to the Republic of Sudan, from 26 April to 2 May 2014; and (iii) the report of the joint field visit to Panama and El Salvador by members of the Executive Boards of the United Nations Development Programme, the United Nations Population Fund, the United Nations Office for Project Services, UNICEF, the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) and the World Food Programme, from 23 March to 1 April 2014.

10. Other matters

The Executive Board will have before it the provisional list of agenda items for its first regular session of 2015 and may consider discussing any other issue under this agenda item.

11. Adoption of draft decisions

12. Closing statements by the Executive Director of UNICEF and the President of the Executive Board

The Executive Board will hear statements by the Executive Director of UNICEF and the President of the Executive Board.

Provisional timetable and organization of work for the 2014 second regular session of UNICEF Executive Board 9-12 September 2014[1]

Tuesday 9 September	a.m. 10:00-1:00	Item 1	Opening of the session: Statements by the President of the Executive Board and the Executive Director of UNICEF
		Item 2	Adoption of the provisional annotated agenda, timetable and organization of work
		Item 6	Global thematic evaluations and management responses
	p.m. 3:00-5:00	Item 4	Structured dialogue on financing results of the UNICEF Strategic Plan, 2014-2017, and Critical mass of core resources
	5:00-6:00		*Informal consultations*
Wednesday 10 September	a.m. 10:00-1:00	Item 8	UNICEF Strategic Plan: updated financial estimates 2014-2017
		Item 7	Private fundraising: financial report and statements for the year ended 31 December 2013
	p.m. 3:00-5:00	Item 5	Proposals for UNICEF programme cooperation: (a) Approval of revised country programme documents (b) Country programme documents (4) (c) Extensions of ongoing country programmes (3)
	5:00-6:00		*Informal consultations*
Thursday 11 September	a.m. 10:00-1:00	Item 3	Proposed programme of work for Executive Board sessions in 2015
		Item 9	Reports of the Executive Board field visits
	p.m. 3:00-5:00	Item 10	Other matters Provisional list of agenda items for the 2015 first regular session of the Executive Board
		Item 11	Adoption of draft decisions
		Item 12	Closing statements by the Executive Director of UNICEF and the President of the Executive Board

[1] When consideration of an agenda item concludes ahead of the allocated time, the next item will be taken up for consideration and the timetable adjusted accordingly.

Friday **12 September**	a.m. 10:00-1:00	
	p.m. 3:00-5:00	

United Nations E/ICEF/2014/15

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United Nations Children's Fund
Executive Board
Second regular session 2014
9-12 September 2014
Item 3 of the provisional agenda*

Proposed programme of work for Executive Board sessions in 2015

The attached programme of work for the 2015 Executive Board sessions has been prepared by the secretariat in consultation with the Bureau of the Executive Board, based on statutory requirements, requests arising from specific decisions by or discussions within the Executive Board, or proposals by the secretariat.

It is recommended that the Executive Board adopt the programme of work for Executive Board sessions in 2015 as a flexible framework subject to revisions as appropriate in the course of the year.

* E/ICEF/2014/14.

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UNICEF Executive Board

Proposed programme of work for Executive Board sessions in 2015

Joint meeting of the Executive Boards
of UNDP/UNFPA/UNOPS, UNICEF,
UN-Women and WFP
(2 February 2015)

First regular session *3-6 February 2015*	*Annual session* *16-19 June 2015*	*Second regular session* *8-11 September 2015*
Organizational and procedural matters	**Organizational and procedural matters**	**Organizational and procedural matters**
Election of the President and Vice-Presidents of the Executive Board *(A)* (7 January 2015)[1]		Proposed programme of work for Executive Board sessions in 2016 *(A)*
Programme and policy matters	**Programme and policy matters**	**Programme and policy matters**
Programme cooperation:	Annual report of the Executive Director of UNICEF *(A)*	Programme cooperation:
Country programme documents *(A)*	UNICEF report on the recommendations of the Joint Inspection Unit[2] *(I)*	Country programme documents *(A)*
Extensions of ongoing country programmes *(A)*	Annual report on the implementation of the Gender Action Plan *(D)*	Extensions of ongoing country programmes *(A)*
Oral report on UNICEF follow-up to recommendations and decisions of the Joint United Nations Programme on HIV/AIDS (UNAIDS) Programme Coordinating Board meetings *(I)*	Programme cooperation:	
Update on humanitarian action *(I)*	Country programme documents *(A)*	
	Extensions of ongoing country programmes *(A)*	
Evaluation, audit and oversight matters	**Evaluation, audit and oversight matters**	**Evaluation, audit and oversight matters**
Evaluation reports and management responses *(D)*:	Annual report on the evaluation function and major evaluations in UNICEF, and management perspective *(A)*	Evaluation reports and management responses *(D)*:
– Real-time evaluation of the response to Typhoon Haiyan (Philippines)	Evaluation report and management response *(D)*.	– Evaluation synthesis report
– Evaluation of upstream work in the education sector	– Formative evaluation of the MoRES approach	

[1] This date is tentative.
[2] The report is considered under the agenda item, "Annual report of the Executive Director of UNICEF".

First regular session *3-6 February 2015*	*Annual session* *16-19 June 2015*	*Second regular session* *8-11 September 2015*
	Report of the Ethics Office of UNICEF *(I)*	
	Office of Internal Audit and Investigations 2014 annual report to the Executive Board, and management response *(A)*	
	UNICEF Audit Advisory Committee annual report for 2014 *(I)*	
Resources, financial and budgetary matters	**Resources, financial and budgetary matters**	**Resources, financial and budgetary matters**
UNICEF annual financial report and audited financial statements for the year ended 31 December 2013 and report of the Board of Auditors *(I)*		Private fundraising: financial report for the year ended 31 December 2014 *(D)*
Private fundraising: 2015 workplan and proposed budget *(A)*		UNICEF Strategic Plan: updated financial estimates, 2015-2018 *(A)*
Pledging event		
Other matters	**Other matters**	**Other matters**
	Address by the Chairperson of the UNICEF Global Staff Association	
	Reports of the field visits of the Executive Board *(I)*	

The Executive Board considers four types of agenda items:

(i) *For action (A)*: The Executive Board is expected to discuss and adopt a decision under the agenda item. The secretariat prepares official documentation and a draft decision for consideration by the Executive Board;

(ii) *For discussion (D)*: The Executive Board is expected to discuss the official documentation prepared by the secretariat. The secretariat does not prepare a draft decision, but the Executive Board may opt to take a decision under the agenda item;

(iii) *For information (I)*: The secretariat prepares documentation for information at the request of the Executive Board. The secretariat does not prepare a draft decision, but the Executive Board may opt to take a decision under the agenda item;

(iv) *Oral reports (O)*: Oral reports are presented at the request of the Executive Board. They are accompanied by short, informal background documents.

14-57364